The Corporate Name: To Change Or Not To Change

Sense 85

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The announcement ads are everywhere—in magazines, in newspapers, and on television. Hundreds of companies, large and small, change their names every year. *The Wall Street Journal* reports that some 400 to 800 make a change each year, and these numbers don't include the thousands more that only consider such a move.

Why is it that so many corporations are reassessing their names? What spurs them to undertake a procedure that is often painfully emotional, and, in all cases, is time consuming?

The answer is that successful corporate communications strategies must be responsive to change, and these strategies should encompass all visible elements of a company—sometimes even its name.

Therefore, the increased attention given to a corporate name does not mean that the name itself has increased in importance. However, this attention does reflect management's concern that the name may have become ineffective or misleading, a potential liability rather than a valuable asset.

The corporate reality continues to be drastically reshaped by change in the business environment, change in markets, change in life styles, change in management, and change in corporate directions. The evidence surrounds us:

- In the ongoing restructuring through mergers, acquisitions, or divestitures of some of the nation's largest and oldest companies.
- In the transformation of entire industries, such as financial services, computers, energy, and retailing.
- In the need to thrust into new markets, new technologies, new delivery systems for products and services.
- In the broadening of international trade.

The corporation's ability to master change rather than be mastered by it—while preserving corporate heritage—has become a monumental challenge. As communications consultants, we at Lippincott & Margulies have accepted as our own challenge the opportunity to assist clients in developing a strategic plan to best position themselves to meet these changes and to more effectively achieve their corporate goals.

As corporations change to pursue growth and profitability in a changing financial and consumer marketplace, they become something other than what they originally were. Their "old" identities now inadequately communicate in a realistic, clear, and positive

AMERICAN EXPRESS

EASTERN

***Challenge:* Evaluate the effectiveness of an established name.**

***Solutions:* Phase One analyses for both American Express and Eastern Airlines indicated such tremendous equity in the established names that possible national or geographical restrictions were found to be inconsequential. Instead of changing these names, we developed for both companies a new logotype and graphic design system which assisted in creating a strong, uniform awareness throughout their operations.**

manner what the "new" company has become, or is in the process of becoming. So it happens that previously appropriate names become restrictive, lose their distinctiveness, or become geographically limiting – with their communicative power "discounted" in an environment that daily grows more cluttered with competing messages and demands for attention.

Interestingly, it is often the dynamic, on-the-move companies whose names suffer most from disabling liabilities. As they "leave behind" identities appropriate to an earlier stage of development, these companies face the challenge of projecting new identities that are accurately reflective of corporate scope and activities today, and of corporate goals for tomorrow. An appropriate, distinctive, and memorable name can be a powerful tool in helping to position a company to achieve its goals.

So one must wonder why some companies retain names that are inappropriate, indistinctive, and difficult to remember. Perhaps even more puzzling, why do other companies change to names that, in the long run, raise more problems than they solve? And why do others rush headlong into a decision of such magnitude without careful planning?

The reasons stem, we believe, from a widespread misunderstanding of what is involved in the consideration of name change. *Industry Week*, for example, referred to us as "grandmaster of the name game." Gratifying as it is, the term does little to suggest either the complexity of the process of changing a corporate name or the profound importance of such an undertaking.

Complex and delicate questions are raised which go to the very heart of the corporation. These are questions which can only be answered after intensive, objective research and professional analysis.

Contrary to general perception, a new name is not the totality of a new corporate identity program. Rather, it is the end-product of a careful examination and evaluation of the corporation's attributes, strengths, and potentials. The new name is the summing up, as it were, of what the corporation is all about. As we wrote in the *Harvard Business Review*, "A name change alone will not modify a corporation's identity. A new name is only a single, although quite visible, part of a corporate identity program."

INTERNORTH

ALLIED Corporation

Challenge: Restrictive corporate name.

Solutions: Allied Chemical Corporation was incorrectly perceived primarily as a manufacturer of chemicals; the new name

Allied Corporation ***removes the narrow semantic restriction and signals the company's strategy of diversification.***

No longer primarily a natural gas utility company as the name

Northern Natural Gas suggested,* InterNorth *was selected as the new corporate name. The traditional northward arrow "N" was carried over into the new logotype.

Perception or Misperception?

Over the years, Lippincott & Margulies has assisted many of America's finest companies in dealing with this crucial communications issue. We have worked with over 2200 companies on corporate identity programs, and have developed hundreds of corporate and product names.

Usually our contact with a client is initiated by the CEO who has become increasingly uncomfortable with the way his company is perceived by its key publics. Perhaps these publics still see the company as it was, and fail to perceive its present performance and future potential. Or they mistake a part of the company for the whole. Or in other crucial ways they misread or misunderstand the company.

These misperceptions in turn usually result from any number of causes: acquisition, mergers, divestitures, a "portfolio style" of asset deployment, growth into new markets or new technologies. Also, new laws and regulations have changed the game many companies thought they were playing.

The concerns of the CEO about the identity his company is projecting and about how the company is perceived are, in many cases, warranted. A corporation has great difficulty positioning itself for long-term growth unless it is realistically and positively perceived by the audiences needed to make that growth possible.

As part of a comprehensive corporate identity strategy, a change of name can help reposition a company in the eyes of Wall Street; signal to a new generation of consumer that here is a company responsive to their changing needs and life styles; and attract the executive, scientific, and engineering talent needed to insure future growth.

Given the profound importance of the name in shaping the corporation's identity, it would be both unrealistic and hazardous to look for fast and easy answers when considering a name change.

This is the reason that, in the disciplined approach to corporate identity and name development originated by Lippincott & Margulies, the first critical stage of assistance to the client is a careful and objective assessment of the current situation.

Challenge: Complex corporate name.

Solutions: Consolidated Mining and Smelting Company of Canada, Ltd. was a corporate mouthful which failed to reflect the true scope of corporate activities; the name Cominco, a created word based on the former name, allows for diversified expansion, is easy to pronounce in a bilingual country, and is memorable.

The name National Railroad Passenger Service was an obstacle to promoting rail travel in America; however, the red and blue speed-arrow and the word Amtrak reflect a visually strong, brief, and memorable name that is accomplishing this task.

The First Phase:
Research, Analysis, and the Consultant's Role

Two essential elements are found in most successful corporate identity and name development programs. One is the active participation of the CEO. The other is the professional expertise of the consultant.

With no vested interest in either the existing name or in the development of a new name, and bringing to his assignment a degree of objectivity rarely available within the corporation itself, the experienced consultant is professionally equipped to go about the task of research, analysis, and recommendation.

The initial purpose of this phase is to determine and evaluate the corporation's unique strengths as well as its areas of weakness. Second is to gain an unbiased comprehension of how the corporation is perceived by its key audiences. And third is to determine what the reality of the corporation is today, and what management intends it to be in five or ten years.

In addressing this first phase, two research audits are conducted. One is internal and comprises a comprehensive examination of the corporation's communications policies. The other is external and is conducted among key audiences to determine how customers, shareholders, and the financial community actually do perceive the corporation in terms of its history, current performance, and future prospects.

Once this phase of the program has been completed and the findings analyzed and discussed with management, then, and only then, does a sound basis exist for answering the question: Should we change our name?

Before a decision is made to retain the present name, modify it, or develop a completely different name, prime consideration must be given to the existing name which for all companies represents some equity and heritage.

In some cases, the first phase of the program may reveal problems of organization and structure. A new name alone would not solve these problems and could even prove counterproductive, causing financial observers to conclude that management was attempting a "quick fix" rather than working to change what was really wrong.

Challenge: Name for merged companies.

***Solutions: When Union Trust Company and First National Bank of Washington, D.C. merged, the new name chosen,* Union First,**

combined the most significant identity elements of each.

Burlington Northern *provided equal weight for these merged railroad companies: Great Northern, Burlington, and Northern Pacific.*

To Change or Not To Change?

There are several specific causes or situations which often lead corporations to consider a name change.

A name can be *restrictive* or *limiting* when it no longer accurately communicates corporate strategy or activity. Perhaps the company has broadly diversified from what was once its core business; or it has moved from a capital-intensive to a high-tech industry; or, thanks to a new aggressive management, it has become a major innovator in the markets it serves. These moves clearly signal changed companies. Yet a restrictive name prevents them from refocusing public perception on their new size and scope and strengths.

Indistinctive names abound. Think of the thousands of companies whose names begin with the words "First," "National," "Federal," "American," "General," or "Universal." While a few of these companies may achieve widespread recognition because of preeminence in their market, most are doomed to anonymity. For such companies, the development of a new name can be a highly visible step in projecting a distinctive identity.

Then there are many companies that have simply inherited *geographically limiting* names. Just as there are few one-product companies today, so, too, are there few companies that have not expanded beyond their original geographical limits. Names with local or regional associations may slow the expansion of companies into national and international markets, and also cause analysts and investors to underestimate their scope and potential.

As companies increasingly compete in global markets, names with *national overtones* may prove both geographically limiting and offensive to the sensibilities of the customer. A new, strong, and appropriate transnational name, one that communicates effectively at home and that translates well both linguistically and culturally, can strengthen a company's worldwide market penetration while eliminating semantic difficulties.

Mergers, acquisitions, and *divestitures* are among the most powerful forces changing the reality of corporations. Projecting an

Challenge: Need for greater corporate recognition.

Solutions: Virtual overnight recognition resulted when these corporations switched to the name of their best known brand: Ohio Oil Company became Marathon Oil, and California Packing Company became Del Monte.

identity reflective of the merged or acquiring corporation is one of the most challenging tasks facing management today.

Inadequate corporate recognition is another reason companies change their names. To achieve a stronger awareness level, some adopt a brand name of their own that has a much higher recognition than the corporate name.

In today's competitive communications environment, the task of "getting through" to important publics can be doubly challenging and costly for companies burdened with names that are *complex* and *difficult to understand*. The urgency for solutions to this problem increases as companies turn to electronic media for reaching their financial and consumer publics.

Legal changes and decrees have had a marked influence on many companies. Deregulation in banking and financial services has allowed for regional expansion, and companies are repositioning themselves to anticipate even more sweeping changes in their traditional markets and trading areas.

Many companies have realized that a *long, awkward corporate name* often impedes communications. It is hard to remember, and it usually fails to create visual impact. Truncation of such long names can achieve clarity and brevity while retaining a link with the established name.

There are, in some cases, very strong reasons for a company *not to change its name*. The research and analysis phase may determine that the established equities in the company's present name far outweigh any benefits to be gained from a name change. What is needed instead may be a new communications strategy which would more sharply focus on the real strengths of the company, and project the company's identity more clearly and forcefully.

The best reason of all not to change a name is haste—haste in bypassing the critical research and analysis process; haste in settling on a new name because it "sounds good" or is trendy; haste in opting for a simplistic or cosmetic change, the true cost of which may surface soon enough.

Challenge: Indistinctive name.

Solutions: The National Bank of Commerce of Seattle changed its indistinctive and geographically limiting name to Rainier Bank and achieved a distinctive and broad Northwest regional identity.

The name Unifirst successfully differentiated First Federal Savings & Loan of Jackson, MS from its many competitors.

If the first phase of research and analysis does indicate the need for a new name, then the most appropriate approach to developing the corporate name must be selected. Together, management and the communications consultant must scrutinize the results of the analysis from different perspectives.

Should the name retain existing equities? Should it be a "close in" name or a total departure from the current name? Should it serve as a bridge linking the past, present, and future? Only after these and many other questions are satisfactorily answered can the name development process begin.

Lippincott & Margulies pioneered a unique system for creating name solutions which begins with defining specific criteria for the new name, based on the results of the research and analysis and agreed upon by management. The new name must be non-limiting, capable of representing current and future corporate activities. It must communicate clearly, forcefully, and memorably, not only in print media and signage, but also in electronic media. It must be linguistically researched so that it will "travel well" in foreign countries and cultures, and not unintentionally offend or alienate. Name development is an art/science which combines client requirements and insights with professional creativity.

The selection of a new name entails the generation and then the evaluation of hundreds of name candidates. This requires expertise in etymology, connotation, denotation, and creative "wordsmithing."

After these initial names are reviewed for appropriateness and desirability as established by the criteria, a check on potential legal availability is carried out. When the final name is chosen, it is essential that it be legally secured by the client as a corporate name and, if applicable, as a trademark.

The importance of this legal securance should not be underestimated. There are tales of companies who have publicly announced a new name only to have it brought to their attention that someone else already has legal ownership of the name. This embarrassing and costly error can and should be avoided.

Challenge: Name that is difficult to remember.

***Solutions: As part of a total corporate identity program, the former Eaton, Yale and Towne shortened its name to* Eaton; *and Olin Mathieson Chemical Corporation became known simply as* Olin.**

The development of a new corporate name, or the refocusing of an existing name, requires appropriate and effective visual expression. Just as the new corporate name must reflect the reality of the corporation, so, too, must the new logotype. Professional experience and creativity are as important to developing the visual presentation of a new identity as they are to developing the new name.

Carefully weighed decisions have to be made regarding whether to integrate the new corporate logotype with existing brand or marketing presentations, as well as with subsidiaries whose identities are already strong. If there are benefits to relating all or some of these identities to the corporate identity, how should they be related?

How will the logotype be applied throughout the corporation? How will it be perceived by its major publics? What kind of timetable should be set for incorporating it into all of the corporation's communications media? What strategy will achieve maximum communications impact? The application of the new identity across all media – signage, stationery, advertising, etc. – creates a cumulative image which continuously reinforces the corporate identity. This reinforcement adds no extra cost to media budgets and provides for maximum communications efficiency. Clearly, the visual presentation entails more than simply designing a new logotype.

Challenge: Appropriate name for multi-national identity.

Solutions: U. S. Rubber changed its name to Uniroyal, which unites the company's many international businesses and is responsive to national sensitivities.

Bonimart, ***the name created for a diverse Canadian retail operation, has favorable connotations in both French and English.***

The Third Phase:
The Corporate Communications Program

At this point, a communications strategy, based on corporate goals and objectives, must be formulated. We work with the client to develop this strategy which addresses the company's strengths and weaknesses and which positions the company positively and clearly, as it wants to be perceived. This strategy establishes the overall structure of communications and links all communications activities directly or indirectly.

The development of the communications strategy affords a logical occasion for re-evaluating nomenclature strategies within the larger corporate framework. These strategies map out the matrix for relating the corporation to subsidiaries, divisions, brands, and products; for relating them to the corporation; and, possibly, for relating them to each other.

Important questions must be researched before the most appropriate strategy can be planned. Is the company perceived for its excellence in one product line, while other lines remain invisible? Should all of the subsidiaries and affiliates be associated with the corporate name, or just a select few? Is a proliferation of brand names increasing promotional and communications costs, and possibly fragmenting the company in the eyes of financial observers? If a comprehensive nomenclature and graphic system is designed for the entire corporation, how will the corporate name be linked to other names to achieve greatest communications impact and efficiency?

There are no simple answers. Only when all of the operational units have been assigned their appropriate roles as part of a total identity program can the corporation hope to gain the greatest efficiency from communications expenditures. And the effectiveness of the strategy depends on sound planning and disciplined implementation in accordance with the communications policy established at the highest level of management.

Noxell
CORPORATION

INMONT

Challenge: Change the name, but retain the equity in existing identity.

Solutions: Interchemical Corporation took as its new name Inmont, an acronym based on the company's corporate philosophy—International Marketing of New Technologies.

In becoming Noxell Corporation, the former Noxzema Chemical Company retained the equity of its famous brand name, Noxzema, while distancing itself from the "medicated" image inappropriate for other personal products.

In addition, this strategy must immediately help seat the company's new identity. The announcement of the new name provides the corporation with what is probably the most unique opportunity in its corporate history—to focus on the company the attention of its audiences and the public at large through widespread media coverage.

The design and preparation of repositioning brochures for stockholders, customers, employees, suppliers, the press, and host communities; the coordination of all communications media, such as stationery, press kits, news releases, financial reports, signage, packaging, and the scheduling of the name change throughout divisions and subsidiaries—all these are activities requiring careful professional planning to achieve the maximum overall effect from the introduction of the new identity.

GOLDOME

AmeriTrust

Challenge: Geographically restrictive name.

Solutions: Goldome frees the former Buffalo Savings Bank from the limitation of geography as well as from connotations of limited financial services.

AmeriTrust emphasizes the expansion in services and marketing area for the former Cleveland Trust Company.

While the communications strategies of individual companies will vary according to their goals and objectives, one element remains constant: The full support of the CEO is essential to successfully seating the new corporate name.

From his office should come an explanation of the new program, a statement of his commitment, and his request for the support of all employees. This plan can go a long way toward rallying internal support which, in turn, helps facilitate acceptance by external audiences and by the general public.

Often times when newly coined words are adopted as corporate names, they are initially greeted with puzzled glances and questions. What does it mean? How do you spell it? How do you pronounce it? And to make matters worse, they are occasionally greeted with sarcasm by editorialists, or are dismissed in a totally subjective reaction by other "instant name critics."

In time, however, not only are some of these names vindicated, they become household words and even can achieve landmark status. Regardless of initial public reaction to a new name, management must stand strongly behind it. When the name change has been validated through analysis, and the new name has been chosen based on specific criteria, then management can be assured that they have made the right decision.

Perhaps achieving landmark status for its identity was not what Cities Service had in mind when it asked Lippincott & Margulies to make a study of its marketing problems and brand image, but that is what the coined name CITGO has attained in an historic Boston setting.

When CITGO recently announced it would dismantle the red, white and blue neon CITGO sign that had dominated Boston's Kenmore Square since 1965, some concerned citizens signed petitions protesting the decision, and even the Landmarks Preservation Commission held hearings. Responding to the public interest, CITGO agreed to turn the sign on again for at least three years. Commented CITGO Vice President, John H. Dewell, "We discovered that people thought of it as more than just a plain old sign."

A similar phenomenon has happened with Xerox. When we recommended to the former Haloid Xerox Company to drop "Haloid" from its name, there was concern that there might be problems pronouncing Xerox, and that the name was so alien sounding that it might be unacceptable to a broad spectrum of Americans. However, research determined that audiences could be taught to pronounce the name and that "Xerox" would easily become associated with the then-new copying process. So it is that now the Xerox Corporation is forced to expend a great deal of effort to insure that it doesn't become a generic term. Success has its problems!

XEROX

Challenge: Seating a new corporate name.

Solutions: Strong management support when Cities Service adopted CITGO and when Haloid Xerox adopted Xerox was integral to the widespread public acceptance of these corporate names.

Mr. Delbert C. Staley,
President and
Chief Executive Officer,
NYNEX Corporation

"As a major telecommunications company serving the New York/New England area, we needed a name that could embrace the diverse and highly technological characteristics of our businesses as they exist, and be applicable to new business ventures as they develop. NYNEX is that name."

Positioning a new company to achieve its goals offers both challenge and opportunity. The signals it communicates at start-up may determine the image held by its critical publics for years to come. Equally momentous is the repositioning of a long established company, so that audiences perceive it as it is today, rather than as it was in the past.

A unique challenge was brought to Lippincott & Margulies by the corporation now called NYNEX: to position this titan of industry that was at once old and established, and brand new; and to develop a nomenclature system and a logotype appropriate to this company's very special needs.

NYNEX is one of the seven regional holding companies that came into being as a result of the divestiture by American Telephone and Telegraph Company of its operating companies on January 1, 1984. This $17 billion corporation formed by the joining of New York Telephone Company and New England Telephone and Telegraph Company is no ordinary newcomer. At start-up, it had impressive assets; close to three million shareholders; and a business customer base which includes a large percentage of the *Fortune 500* group of companies.

The combination of old and new presented delicate communications issues. The company inherits a rich tradition of shareholder loyalty and expectations of predictability and stability based on its history as a part of AT&T. While still regulated in its telephone operations, the new company also enjoys the freedom to thrust into new business areas in its unregulated sector. Therefore, to compete and grow in today's open-ended communications marketplace, the company clearly needed to position itself as more than a regulated utility.

Lippincott & Margulies' assignment began with an in-depth study of the landmark AT&T antitrust settlement and its impact on the telephone operating companies, which will

NYNEX

NYNEX is characterized by its leadership role in the use of sophisticated communications technology. This laser is quality-testing microchips which will be used in telecommunications.

continue to use their former names. Interviews were then conducted with top NYNEX executives and key board members in New York and New England, and with the financial community. This was followed by a professional analysis of NYNEX's goals and directions.

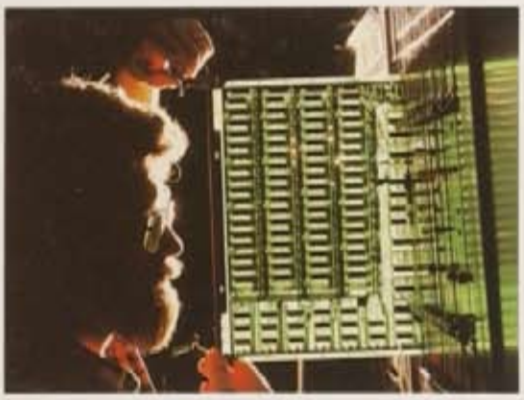
Several management concerns were defined in these interviews. One was to establish a public perception of the company as a broadly positioned telecommunications company, not just as a regulated telephone utility. Another was the need to assist NYNEX's employees in understanding and appreciating the competitive market-driven business they were to be in. A third was to focus attention on the company's impressive technological expertise, which places the company at the leading edge in advanced telecommunications and is an important attribute for the future direction of NYNEX.

It was also critically important that NYNEX be advantageously positioned to the financial community in order to raise capital in the years ahead. It must signal a high price/earnings ratio to Wall Street. Continued perception as purely a telephone company would place NYNEX at an immediate competitive disadvantage.

After discussions with management had been evaluated, and perceptions of the company analyzed, the criteria for the generation of a new name for the parent company of New York Telephone Company and New England Telephone and Telegraph Company were defined. It was determined that the new name should be capable of linkage with the operating companies, service subsidiaries, and products; and that it be compatible with the relevant characteristics of the company.

Those characteristics include:

- A major corporate organization operating in a significant region.
- Highly experienced and well managed.
- Potentially embracing the entire telecommunications field, not just telephones.
- Technology oriented, in step with evolving state-of-the-art scientific developments.
- Serving the technologically demanding and financially oriented Northeast market.



In selecting a name that would meet the particular criteria agreed upon for the company, and that would be distinctive, non-limiting, brief, phonetic, and appropriate—literally hundreds of alternatives were considered. Inclusion of "Bell" in the new name was ruled out. It would have created problems of limitation, suggesting too restrictive a link to telephones and regulated utilities, AT&T, and dated technology. Also it would not distinguish NYNEX sufficiently from the other newly formed regional holding companies who would choose to use Bell in their name.

NYNEX, the new name created for the holding company, is derived from the initials and geographic designation of the two principal subsidiaries, linking their traditions of quality and dependability to the "new" company.

It is non-limiting in the descriptive sense, embracing the spectrum of present and future telecommunications services and activities. And it is a distinctive name in the field of high technology where the corporation's operations are rooted. Appropriately the name ends with an "X," the mathematical symbol for an unknown quantity: the future.

The forward thrust of the new company is reinforced by the visual presentation of its new name. The logotype was designed especially to support the marketing and communications strategy developed for NYNEX.

The NYNEX name is used to relate the service and product subsidiaries to the parent company, such as:

- NYNEX Mobile Communications Company—markets the new cellular mobile phone systems.
- NYNEX Information Resources Company—offers imaginative alternatives in directory services.
- NYNEX Materiel Enterprises Company—provides centralized purchasing and support services.

The name, the logotype, the communications linkage—all work together to project a clear image of the company. Advertising budgets do double duty for the subsidiaries and the parent company. And public perception—whether that of the customer, the shareholder, the employee, or the financial analyst—remains focused on one entity—NYNEX.

From left to right, a switchman checks a digital switching system which "speaks" computer language; one pair of these glass fibers can carry 1,000 telephone conversations simultaneously; a technician examines a silicon wafer containing circuits. The NYNEX identity is designed to function across a wide range of communications media including stationery, as pictured above.

Mr. Jerome S. Gore,
Chairman and
Chief Executive Officer,
Hartmarx Corporation

"Associating Hartmarx with our store and brand names should improve our many communications opportunities and the understanding of the company's activities. And the Hartmarx holding company structure creates greater organizational and financial flexibility as our company grows."

There can be overriding reasons for changing even the most esteemed of names: when it no longer communicates the true scope and dynamism of the company; when it reflects past achievements, but not plans for vigorous growth; when it severely limits competitive sales and communications strategies.

For nearly a century, the Hart Schaffner & Marx name has been associated with one of the finest brand names in men's clothing, and it will continue to be. However, the company itself is vastly different today from what it was in the past. Because only a small part of this major diversified international corporation was exposed to view, the company was inaccurately perceived by the financial community, customers, and suppliers.

The Lippincott & Margulies assessment further revealed that the existing corporate name could be used as an endorsement on only ten percent of the company's overall product advertising. The result was that the corporation received no communicative support from approximately $18 million being spent yearly to advertise the other various brands individually.

On the basis of this assessment, Lippincott & Margulies devised a strategy which provided a strong corporate identity which could be associated with the full spectrum of the company's diversified brands, stores, divisions, and operations without any conflict—and at the same time preserved a natural link with the company's historical identity.

This strategy led to the development of a new and distinctive, yet related, name for the corporation: *Hartmarx*.

The name *Hartmarx* was selected for the corporation after extensive research and analysis. It provides a strong unifying identity for use with all brands, divisions, and operations. It is legally protectable. It is applicable in foreign languages. It retains the position in stock listings of the previous name. And it does not limit what the company may become.

HARTMARX

Hartmarx offers diversified apparel through a variety of brand, personality, and designer identities in stores across the country.

NINO CERRUTI
LIGNE COUTURE
Dior
MONSIEUR
GLENEAGLES
Christian Dior
HART
SCHAFFNER
& MARX
CHICAGO
NEW YORK

Comerica

Perhaps more than any other industry, financial services is characterized by ongoing change. Change in the regulatory climate permits financial institutions to leap over what were once sharply defined geographical and product barriers, and enter other businesses. There is change in the expectations of commercial and retail customers, and the new service patterns to which these demands give rise. And change in the way banks reposition themselves allows them to compete more effectively in this new and challenging arena.

For decades the former Detroit Bank and Trust had successfully served the Detroit area, and their name accurately described what they were and where they were. While this name had a strong local identity, in the 1970's it came to be both limiting and inappropriate for a growing company planning to expand into new markets.

The new, forward-looking management correctly perceived that although the century-old company was one of the most prestigious financial services institutions in the Mid-West, a new identity would be necessary if both the immediate and long term goals for the holding company and its subsidiaries were to be realized.

In addition, increased competition from non-banking institutions made it essential that the bank position itself as a dynamic company on the leading edge in providing quality financial services and new products.

Interviews were conducted with corporate, institutional, and individual customers; and business leaders in the relevant cities were asked to give their perception of the company. Concurrently, comprehensive communications practices of the holding company and its subsidiaries were evaluated.

The repositioning program then recommended called for unifying the holding company and all its subsidiaries under one distinctive and non-limiting name: *Comerica*.

As an integral part of the repositioning program, a distinctive logotype of the new name was designed and a procedural program prepared for its introduction into all the communications media of the holding company and its subsidiaries.

Comerica

The Comerica identity reflects corporate goals which position the company to expand beyond its traditional service area.

DETRO
BANK
& TRUS

Glossary of Terms

Communicative Name:
A name that is used for communicative purposes only, other than the corporation's complete legal name.

Corporate Endorsement:
Use of the corporate name in conjunction with divisional, brand, or product identities to establish the corporate parentage.

Corporate Identity:
The cumulative projection through various media of who the corporation is and what it does.

Corporate Image:
The sum of all internal and external perceptions of the corporation.

First Phase:
The all important task of objective research and situational analysis which precedes effective identity development. It determines the extent to which the corporation is advancing or impeding the implementation of management objectives.

Legal Name:
The complete name of the company, as required on contracts and other legal documents.

Logotype:
The visual identifier used by a corporation as its signature.

Name Development:
The professional discipline of generating and selecting name candidates based on predetermined specific criteria.

Nomenclature:
The system of names the corporation uses to identify its entities: subsidiaries, divisions, brands, products, services, and the corporate parent.

Positioning and Repositioning:
The strategy a corporation takes to project its unique corporate character, scope, potential, and mission.

Client List

Throughout this brochure, certain key words appear again and again: professionalism, objectivity, research, analysis, creativity. They represent, we believe, the essential ingredients of an identity program designed to successfully reposition a company today.

We would like to add one other key word: experience—the depth and breadth of knowledge, skill, and practice that the professional consultant brings to each assignment. At Lippincott & Margulies, we have assisted hundreds of companies in meeting the communications challenges of the present—and in positioning themselves to meet the challenges of the future. Among those clients are:

Abbott International
Abex
Abitibi Paper
Advanced Care Products
Aetna Life & Casualty
Alexander & Alexander
Allen Group
Allied Corporation
Aluminum Company of America
American Bank Note
American Broadcasting Companies
American Cyanamid
American Express
American Greetings
American Hardware (ServiStar)
American Metal Climax
American Motors
American National Insurance
AmeriTrust
AMIC
Amsted Industries
Amtrak
Anheuser-Busch
A&P
Armco Steel
Arnold Bakers
Arthur Treacher's
Ashland Oil
Atlanta Gas Light
Bache
BankCal
Bankers Life Insurance of Nebraska
R.G. Barry
Bear Stearns
Beatrice Foods
Beaunit
Belk Brothers
Bendix
Beneficial Corporation
Berkshire Knitting Mills
Berol
Binney & Smith
Bonanza
Borg-Warner
Boston Gas
Bowery Savings Bank
Bristol-Myers
Brown Shoe
Burger Chef Systems
Burlington Northern
Burry Biscuit
Caltex Petroleum
Campbell Soup
Canada Dry
Canada Trust Company
Canadian Pacific
Carling Breweries
CBS
Celeron
Centran
Cerveceria Cuauhtemoc
Champion Spark Plugs
Chemical Bank
Chemstrand
Chrysler
Ciba-Geigy
Cincinnati Milacron
Cities Service (CITGO)
Clairol
Coca-Cola Company
Colgate-Palmolive
Columbia House
Comerica
Compion
Consolidated Bakeries of Canada
Consolidated Edison of New York
Consolidated Freightways
Consumers Power
Continental Oil
Converse
Conwed
Coopers & Lybrand
Cordis Dow
Corning Glassworks
Cotton States Insurance
Cumberland Farms
Curtiss-Wright
Cyclops
Dairymen
Dairy Queen
Dart Industries
Delmarva Power & Light
Del Monte
Diamond Crystal Salt
Diamond Shamrock
Dobbs House
Dow Corning
Druther's International
Dun & Bradstreet
E.I. DuPont de Nemours
Eastern Airlines
Eastern Savings Bank
Eaton
Emery Industries
Ethicon
Exxon
Fairmont Foods
Famous-Barr
Fanny Farmer Candy Shops
Federal Land Bank
Fidelity Bank
Fidelity Union
Firestone
First City National Bank
First Federal Savings & Loan of Wisconsin
Firstier
First Jersey National Bank
First National Bankcorporation, Inc. Denver
First Union
Fisher Foods
Florist Telegraph Delivery Service
Foremost Dairies
Franklin Computer
Friendly Ice Cream
Frito Lay
Gainer Bank
General Dynamics
General Foods
General Host
General Mills
General Steel Industries
Genstar

Gilldorn Savings
Girard Trust Bank
Goldman Sachs
Goldome Bank
B.F. Goodrich
Goodyear Tire & Rubber
Green Giant
Grupo Visa, S.A.
Gruss & Co.
Hammond
Handy Andy
Hanes Knitwear
Hardee's
Hartmarx
Hasbro
Hazeltine
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Heli-Coil
Hertz
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Interpace
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ITT
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Kellogg
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Kroger
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L'eggs Products
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McKesson & Robbins
McNeil Consumer Products
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Medtech Laboratories
Melville Shoes
Mennen
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New York Stock Exchange
NYNEX
Ocean Spray Cranberries
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Parke-Davis
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Pet
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PPG Industries
Primark
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Quaker Oats
Quanex
Rainier Bank
Ray-O-Vac
Republic Steel
Rexnord

Rolls Royce Motors
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Sears, Roebuck
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Singer
Smith Barney
Smithkline
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Stanray
St. Regis Paper
Stroehmann Brothers
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Suburban Propane
Sunray DX Oil
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Tambrands
Taylor Wine
Tenneco
Textron
Toledo Edison
Tropicana Products
Unifirst Federal Savings & Loan Association

Union Carbide
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Uniroyal
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